

MODULE 3: INITIATING A SCALING UP & SUSTAINABILITY STRATEGY



WELCOME AND INTRODUCTIONS



WORKSHOP LEADERSHIP



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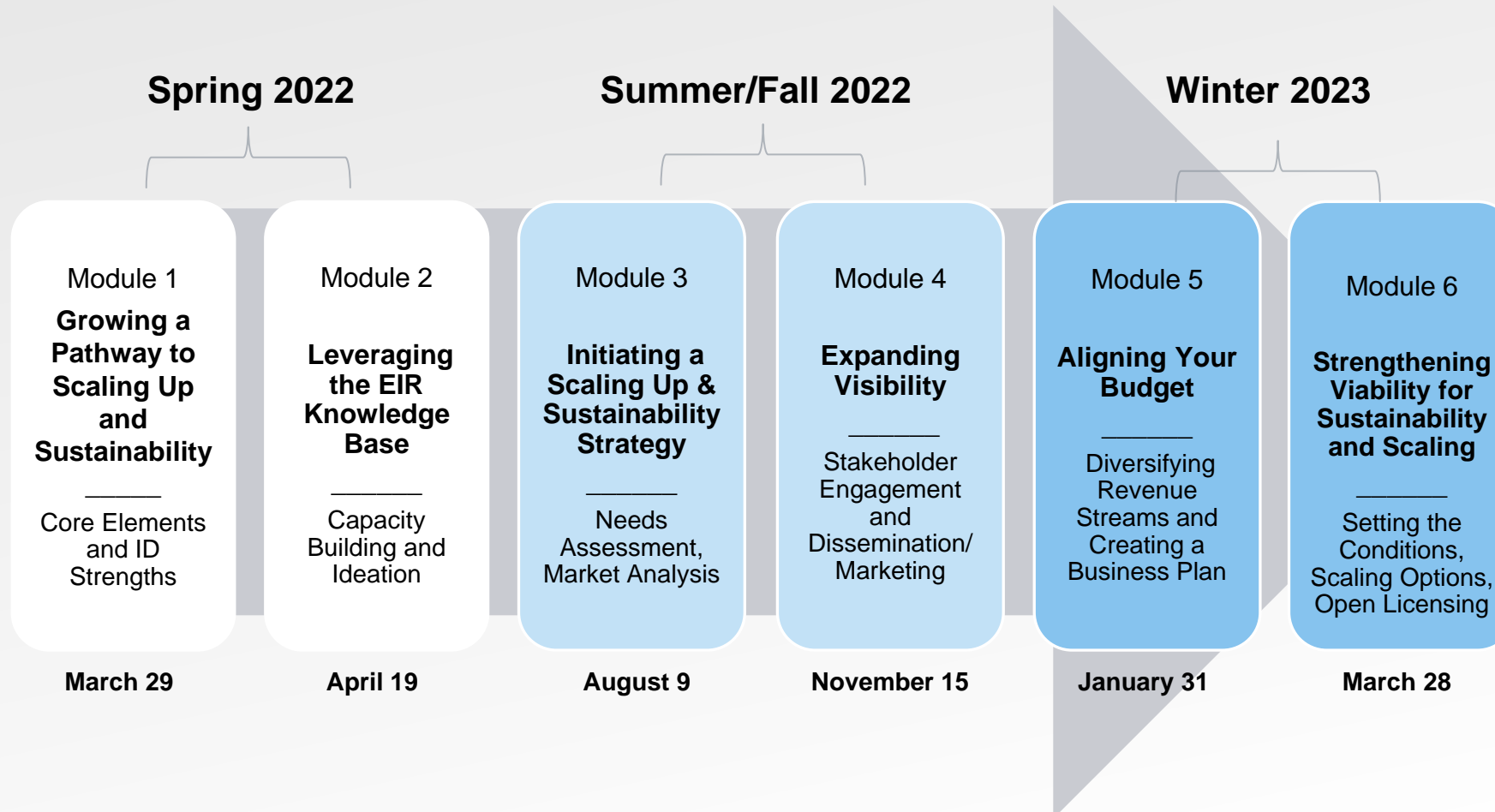


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WHAT'S AHEAD: SUSTAINABILITY AND SCALING TRAINING



Note: Modules 4 through 6 may adjust to best meet grantee feedback and needs.



MODULE 3 LEARNING OBJECTIVES

- Explore case study to anticipate challenges and identify insights into your own work
- Self-assess against an international education scaling up framework



AGENDA

| Time | Activity |
|------|---|
| 1:00 | Welcome & Review Objectives |
| 1:05 | WHO Health Scaling Framework & Example Case Study |
| 1:30 | Breakout & Debrief |
| 2:00 | Break |
| 2:10 | Education Sector International Scaling Up Framework |
| 2:25 | Breakout & Debrief |
| 2:55 | Next Steps: Expanding Visibility |



DEFINING SCALING UP

What do we mean by the term, “Scaling Up”?

Scale is multidimensional ⁽¹⁾. It requires:

- Depth** - Deep and consequential change in classroom practice
- Sustainability** - Lasting over time, particularly after the initial implementation push
- Spread** - Moving beyond practices and materials to underlying beliefs, norms, and principles
- Ownership** - Shifting from an external reform to the way business is done

¹COBURN, CYNTHIA E. (2003). *RETHINKING SCALE: MOVING BEYOND NUMBERS TO DEEP AND LASTING CHANGE*. EDUCATIONAL RESEARCHER. VOL 32, NO. 6. P 4.



SCALE-UP IS A UNIVERSAL, CROSS-SECTOR CHALLENGE

[ExpandNet](#)



World Health
Organization

EXPANDNET

<https://expandnet.net>

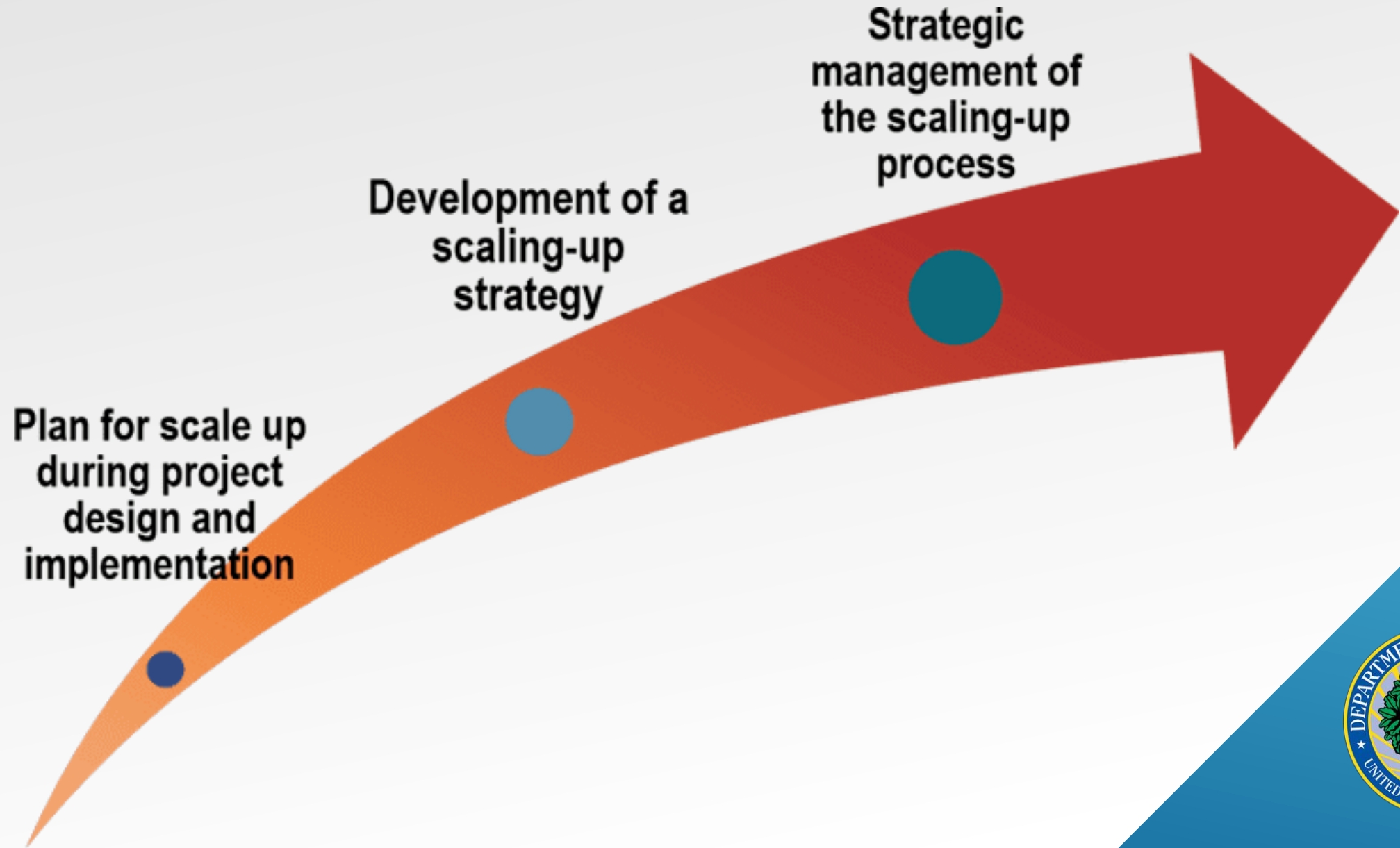
Advancing the science and practice of scale up

World Health Organization supported; applied globally across global health and development

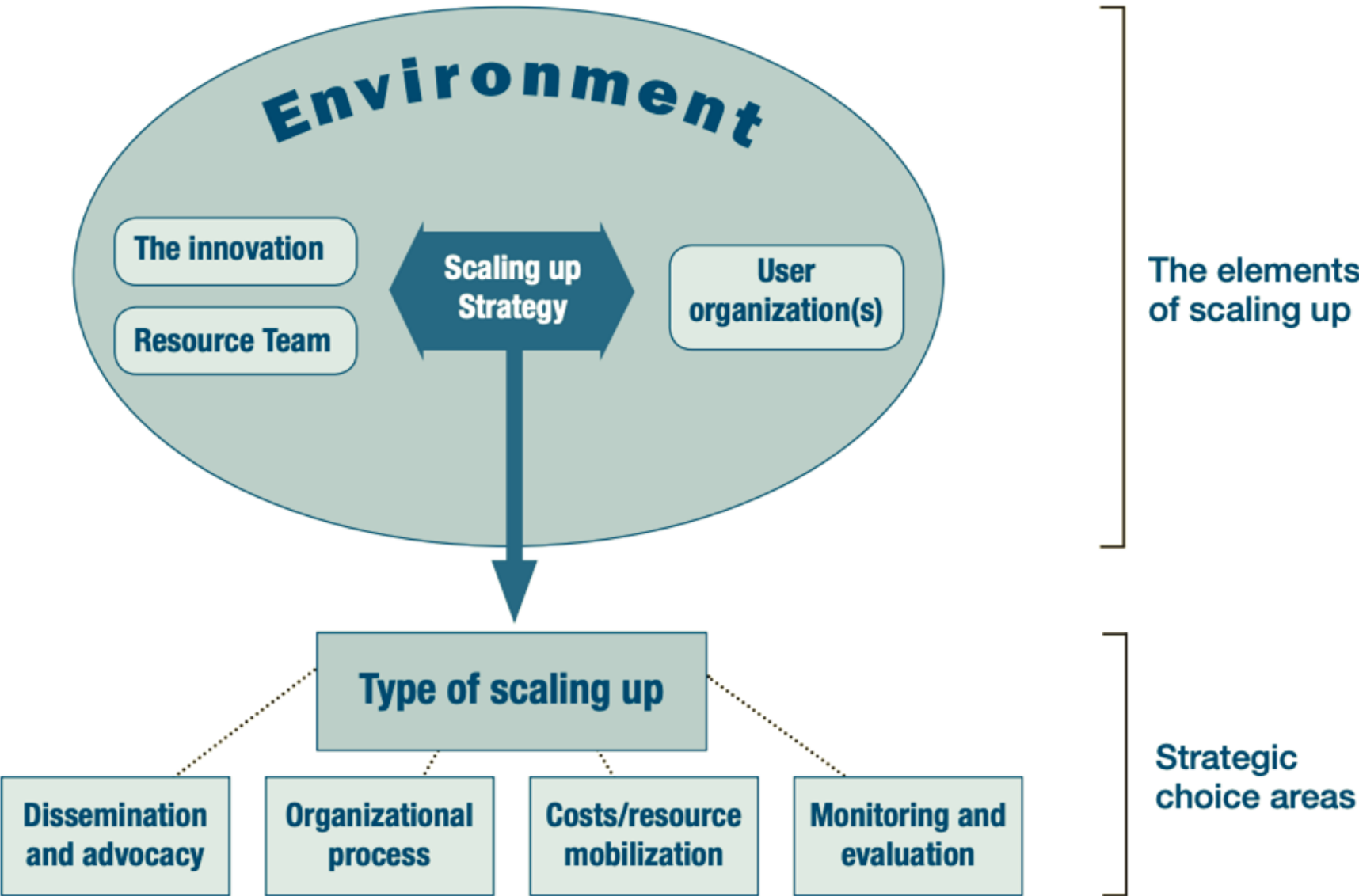
Focus on the ‘how’ – practical process guidance on moving from proof of concept to proof of implementation



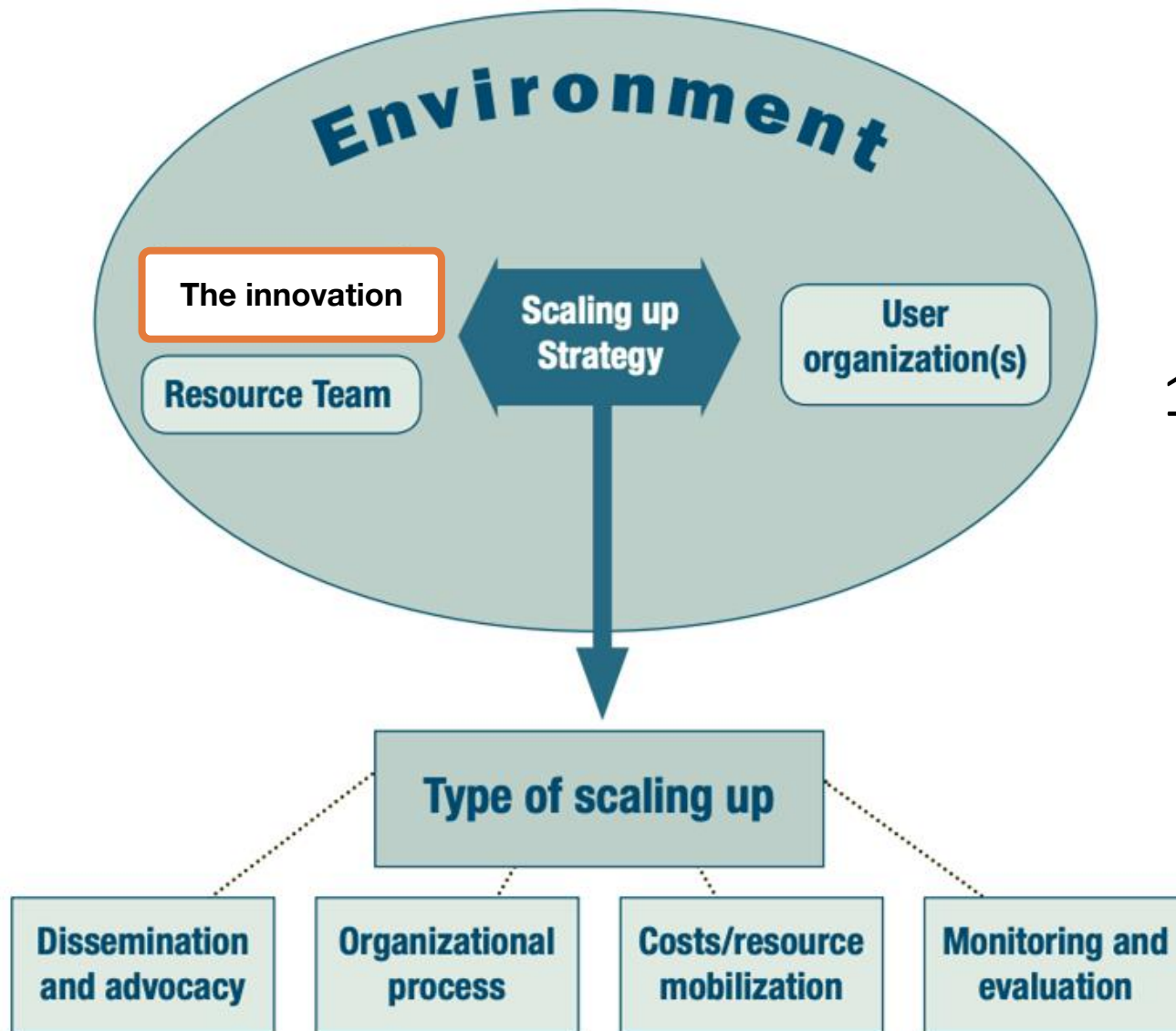
3 PHASES OF SCALING UP - EXPANDNET



EXPANDNET FRAMEWORK FOR SCALING UP



NINE STEPS FOR DEVELOPING A SCALING-UP STRATEGY



1. Planning actions to increase the **scalability** of the innovation



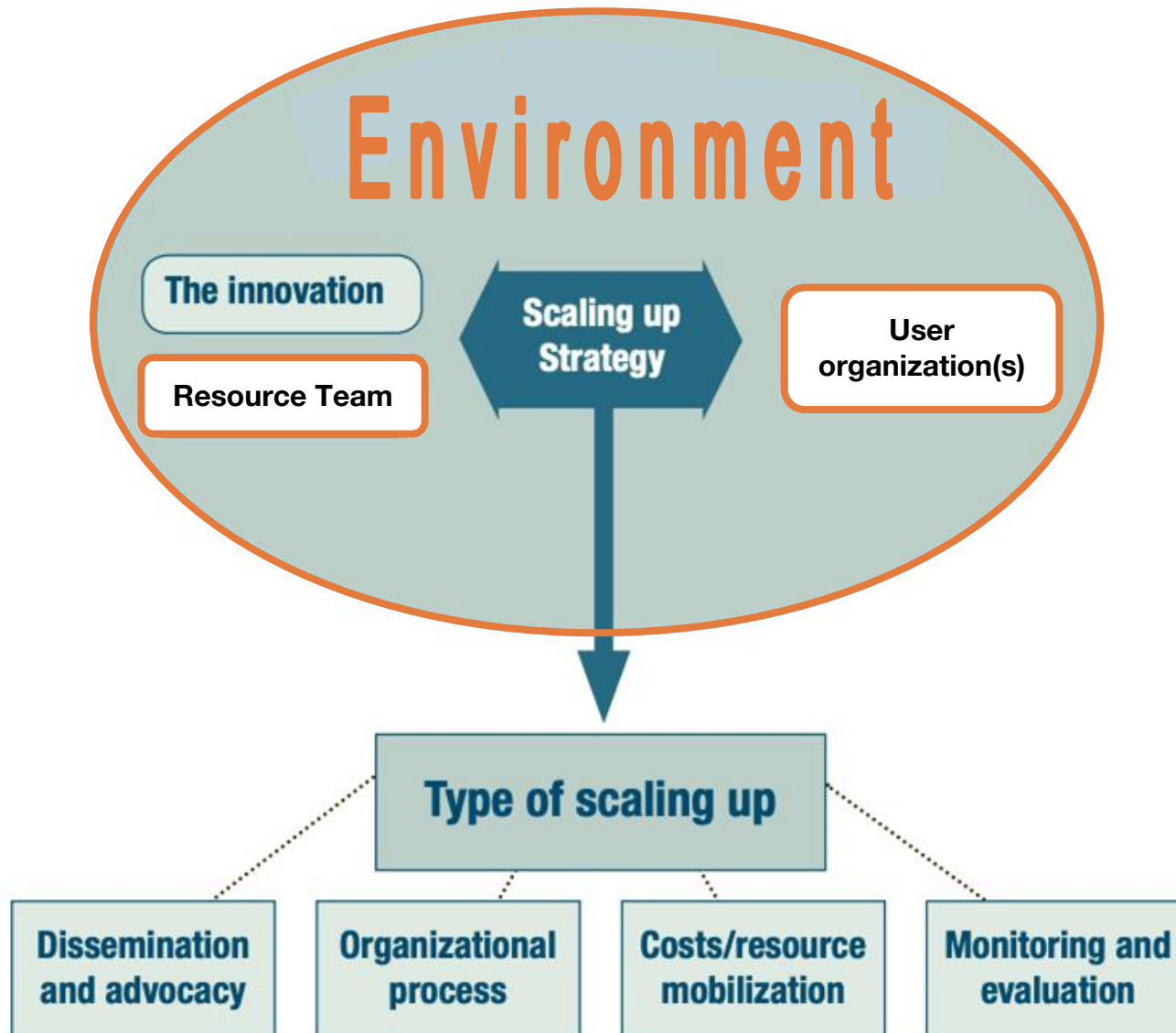
ATTRIBUTES OF A SUCCESSFUL INNOVATION

| Attribute | Example question |
|---|--|
| Credibility | How sound is the evidence? |
| Observability | How observable are results? |
| Relevance | Does the innovation address a felt need, persistent problem, or policy priority? |
| Relative advantage | Does the innovation have relative advantage over existing practices? |
| Ease of transfer/ installation | What is the degree of change, and is there potential for conflict? |
| Compatibility | Is the innovation compatible with current services, and what local adaptations will be required? |
| Testability | Can the innovation be tested in stages without fully adopting? |

Is it still appropriate to proceed with plans for scaling up or is the innovation too complex and difficult for larger scale replication and institutionalization?



STEPS 2-4: USERS, ENVIRONMENT, AND RESOURCE TEAM



2. Increasing the **capacity** of the **user organization** to implement scaling-up
3. Assessing the **environment** and planning actions to increase the potential for scaling-up success
4. Increasing the **capacity** of the **resource team** to support scaling up



STEPS 5-9: STRATEGIC CHOICES BASED ON TYPE OF SCALING-UP

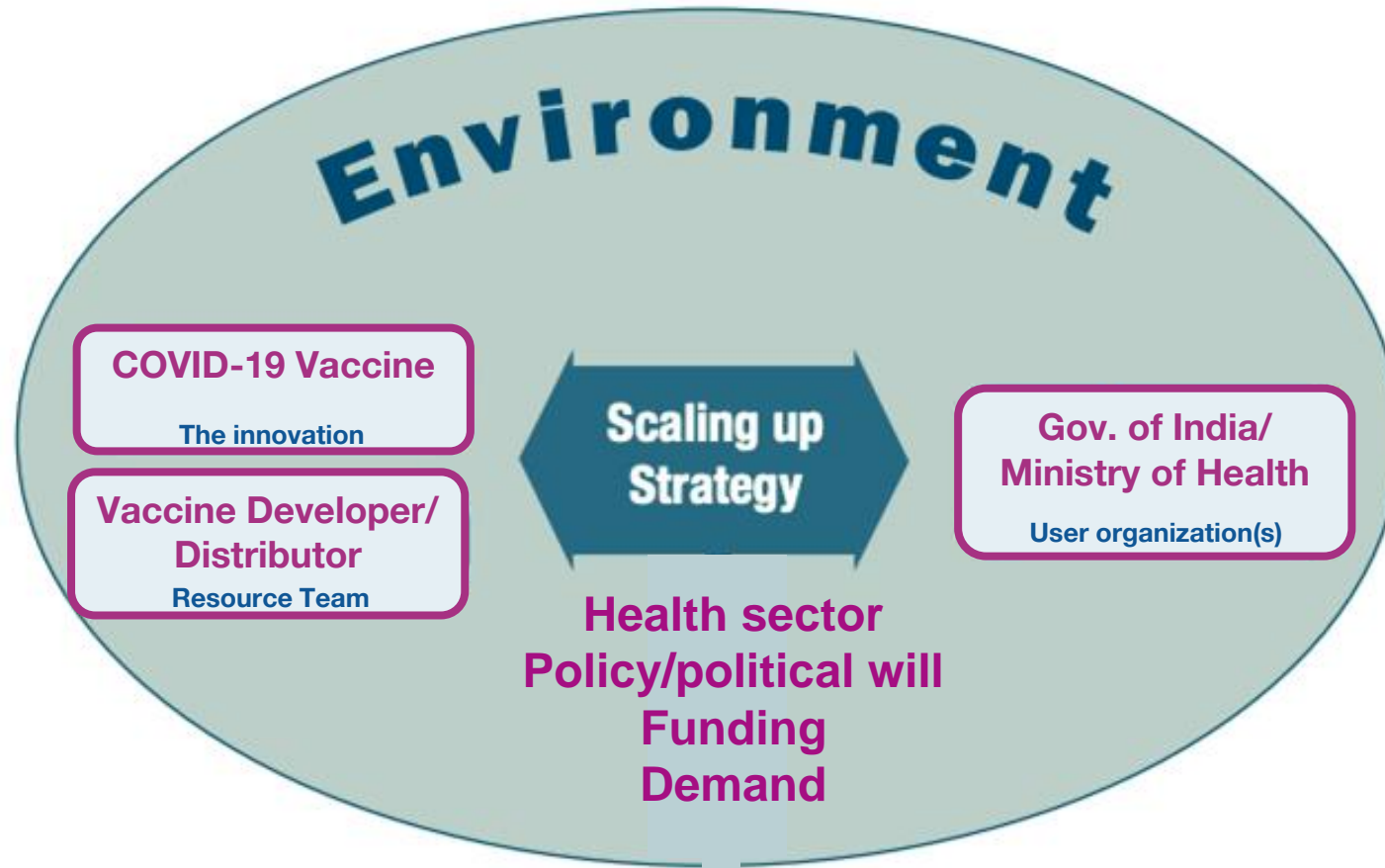


5. Making strategic choices to support vertical scaling up (**institutionalization**)
6. Making strategic choices to support horizontal scaling up (**expansion/replication**)
7. Determining the role of **diversification**
8. Planning actions to address **spontaneous scaling up**
9. Finalizing the scaling-up strategy and identifying **next steps**



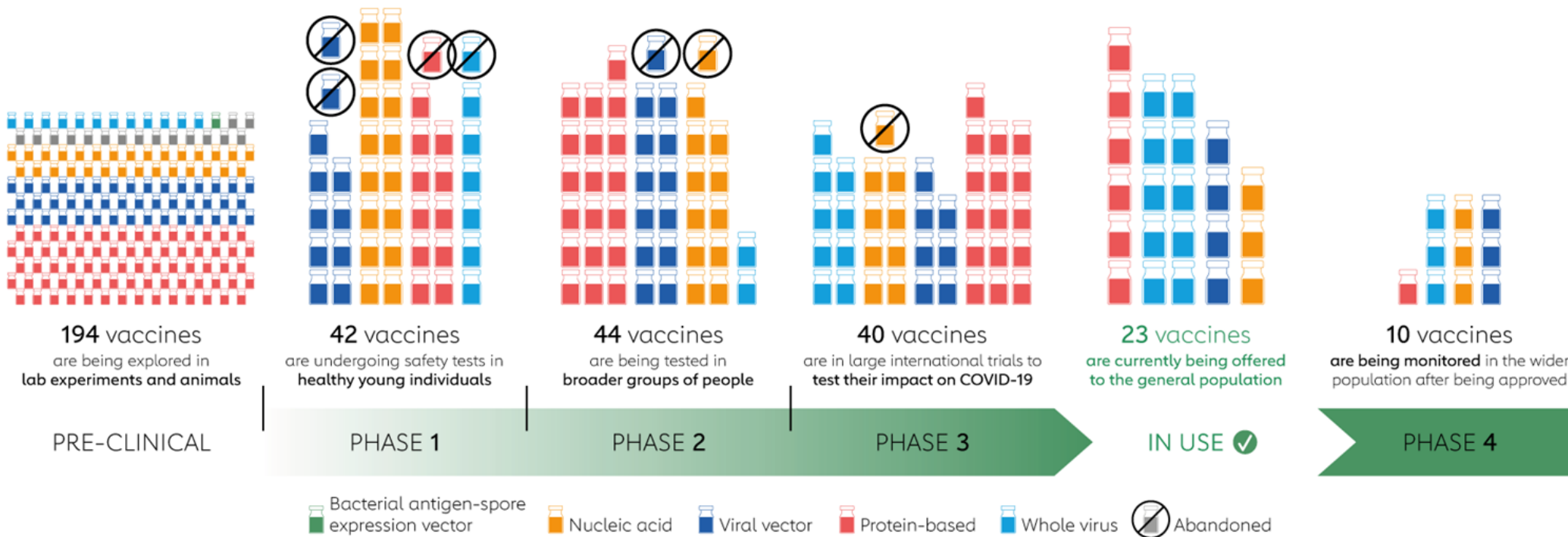
CASE STUDY: SCALING UP COVID-19 VACCINES IN INDIA

Vaccinating 1.4B people as quickly, efficiently, and effectively as possible



HEAVY LIFT OF GETTING TO A SCALEABLE INNOVATION

COVID-19 VACCINES IN DEVELOPMENT



SCALE-UP CHALLENGES/DECISIONS AFFECT EQUITY

Table 13: Total costs according to cost category

| Category | Total (US\$ millions) | Percent of total |
|-------------------------------------|--------------------------|------------------|
| Fixed site and outreach delivery | 1,146 | 57% |
| Up-front in country | 576 | 28% |
| Technical assistance | 198 | 10% |
| Innovations | 78 | 4% |
| Post-introduction evaluations | 13 | 1% |
| Global pharmacovigilance activities | 7 | 0.4% |
| Total | 2,019 | 100% |

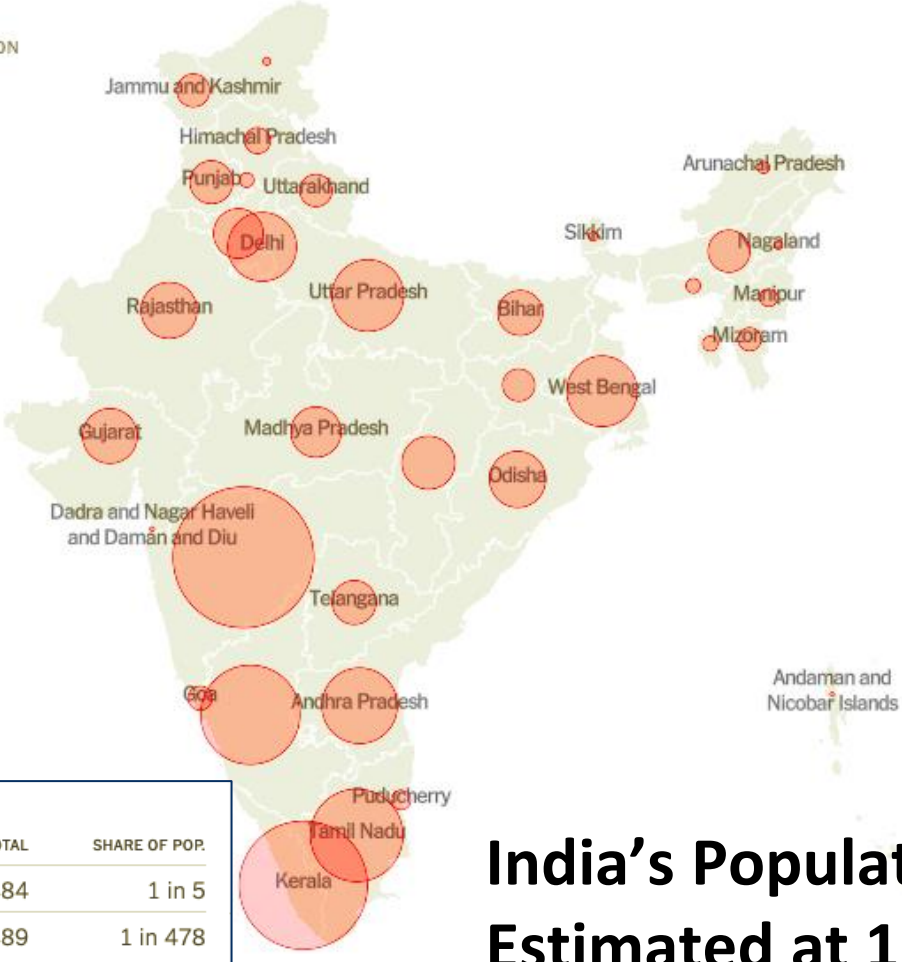
The cold supply chain can't reach everywhere – that's a big problem for equitable COVID-19 vaccination

Getting vaccines to rural and hard-to-reach areas is critical for public health and ethical reasons.



KNOW THE ENVIRONMENT, DEMOGRAPHICS, PEOPLE'S NEEDS

Total cases












| Kerala | | |
|--------|-----------|---------------|
| | TOTAL | SHARE OF POP. |
| Cases | 6,601,884 | 1 in 5 |
| Deaths | 69,889 | 1 in 478 |

India's Population Estimated at 1.4B



SCALE-UP DECISIONS AND TRADE-OFFS

| DEVELOPER (VACCINE EFFICACY) | COST (PER 2-DOSE SERIES) | PRODUCTION CAPACITY | STORAGE |
|---|--|--|---|
|  <p>PFIZER-BIONTECH 95% effective</p> |  <p>About \$39</p> |  <p>Up to 1.3 billion doses by the end of 2021</p> |  <p> -70°C (-94°F)</p> |
| <p>MODERNA 94% effective</p> |  <p>Between \$50 and \$74</p> | <p>Up to 1 billion doses in 2021</p> |  -20°C (-4°F) |
| <p>ASTRAZENECA-OXFORD 70% effective in pivotal trials and could be up to 90% effective</p> |  <p>About \$6 to \$8</p> | <p>Up to 3 billion doses by end of 2021</p> |  2° to 8°C |



POLITICAL WILL AND PUBLIC DEMAND

HOW CAN VACCINES BE MADE MORE ACCESSIBLE?

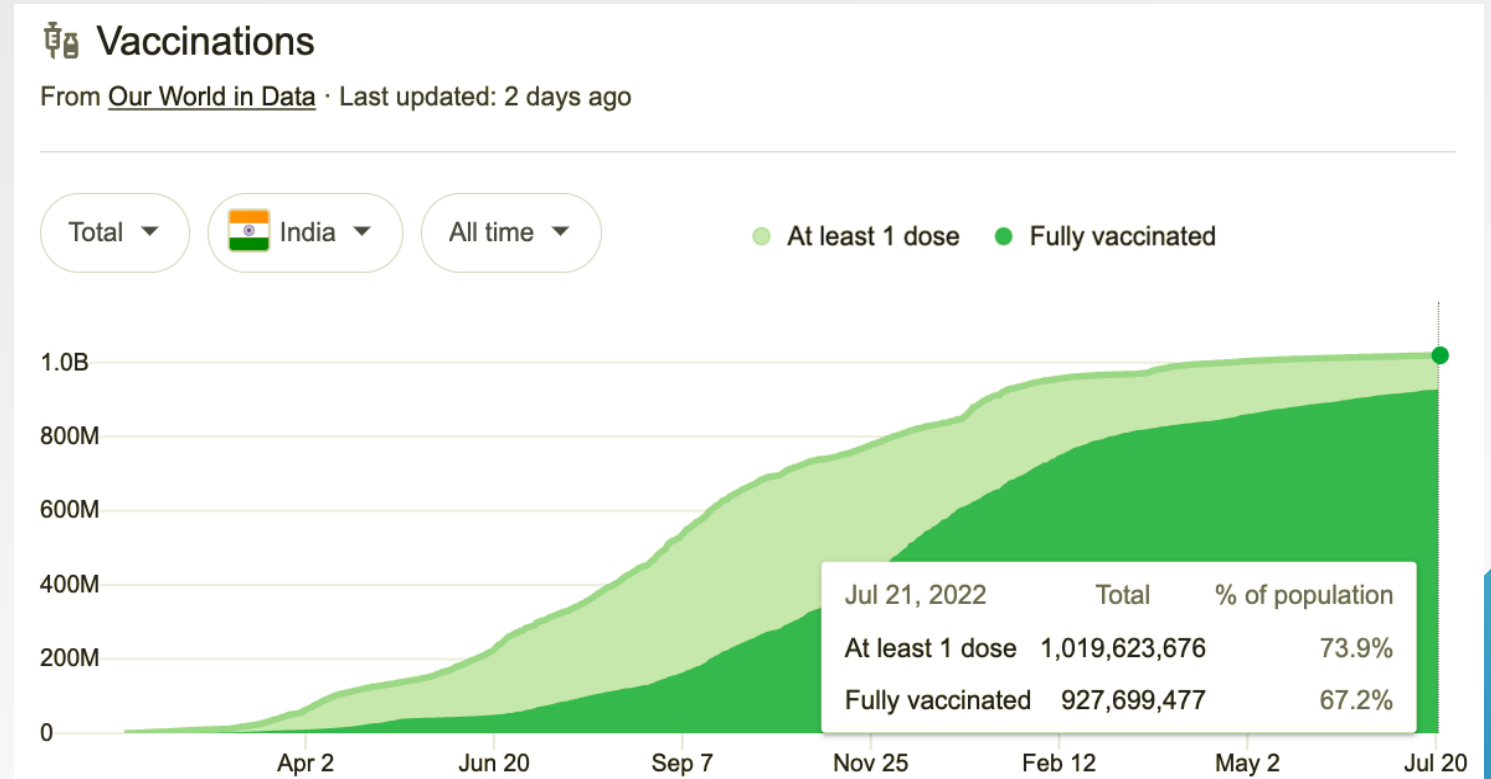
Health Policy Manager, Oxfam - “What we want to see AstraZeneca and Oxford do now is to commit to an open license so more vaccine manufacturers can get on board. We think really the power is in their hands to end this epidemic by the end of 2021.”

Policy Advisor, Medecins Sans Frontieres (MSF) - “We need to open up intellectual property, including patents, so any manufacturer around the world could produce the successful products without fearing barriers.”

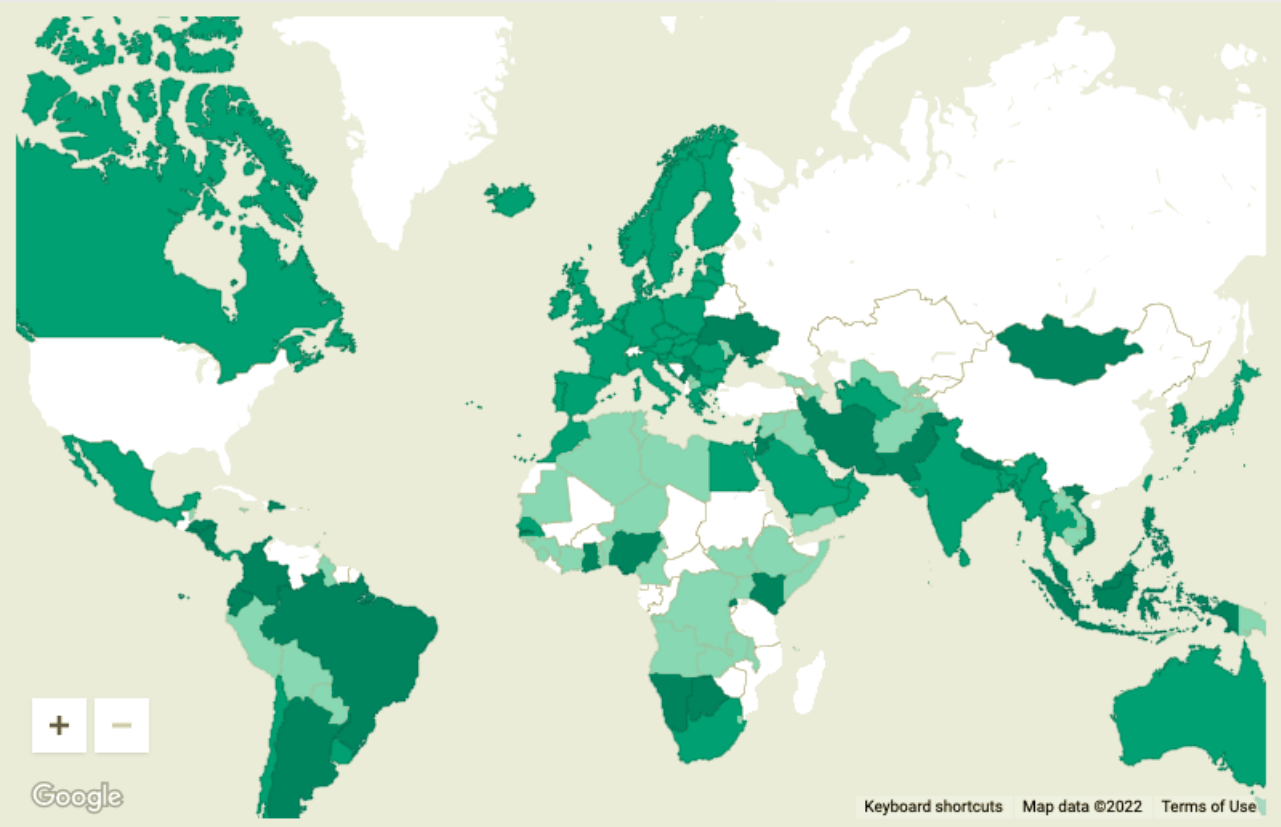


REPLICATION AND SCALING UP IN INDIA

- India signs purchase order with Serum Institute for AstraZeneca vaccine
- CoviShield vaccine produced in India (Serum Int. version of AstraZeneca)
- Facilitated major scale-up of vaccination in India



GLOBAL SCALE-UP – BEYOND INDIA’S BORDERS



2.6B total doses shipped

962.03M Shipped by AstraZeneca

1.64B Shipped by Serum Institute of India

AstraZeneca data as of 06 JUN 2022
Serum Institute of India data as of 31 MAY 2022

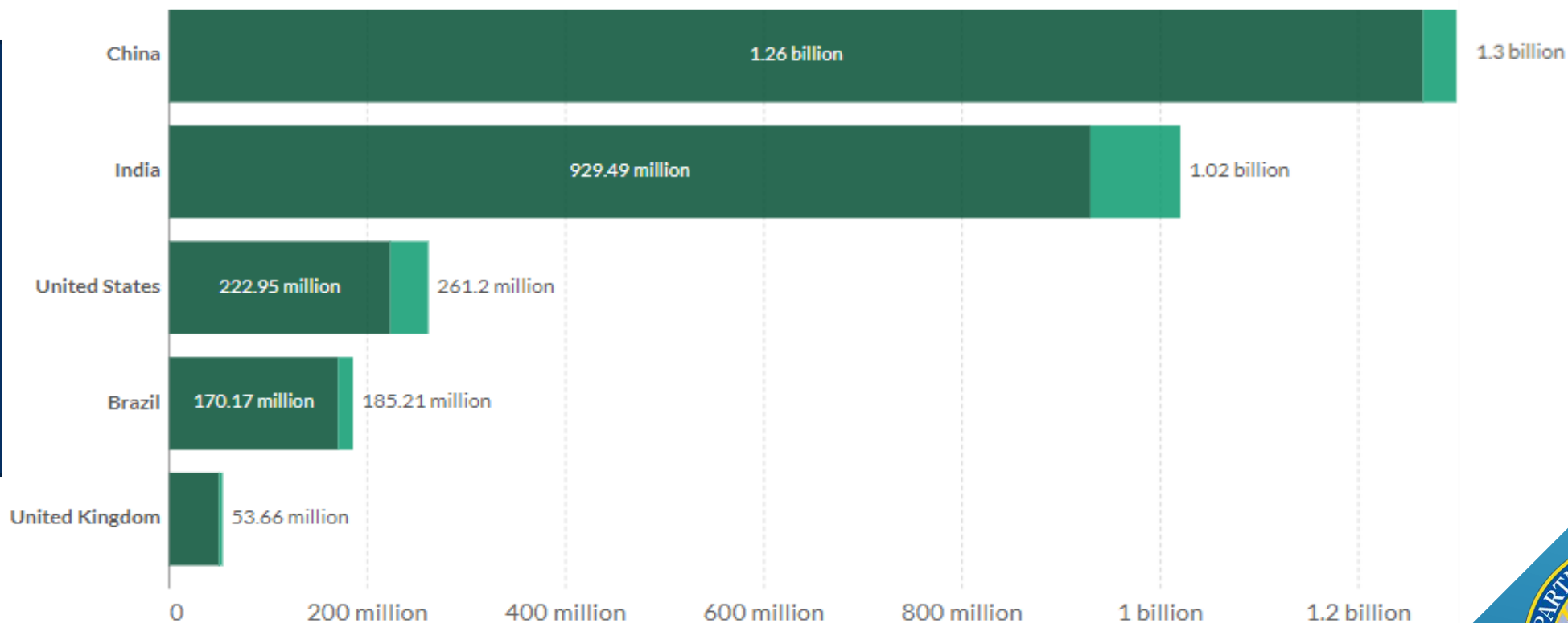


ASTRAZENECA SCALE-UP – SIGNIFICANT FOR INDIA AND GLOBALLY

Number of people vaccinated against COVID-19, Jul 24, 2022

Our World
in Data

■ People with a complete initial protocol ■ People only partly vaccinated



80%

of vaccinations
in India were
produced by
the Serum
Institute, using
the
AstraZeneca
formulation

as of July 27, 2022

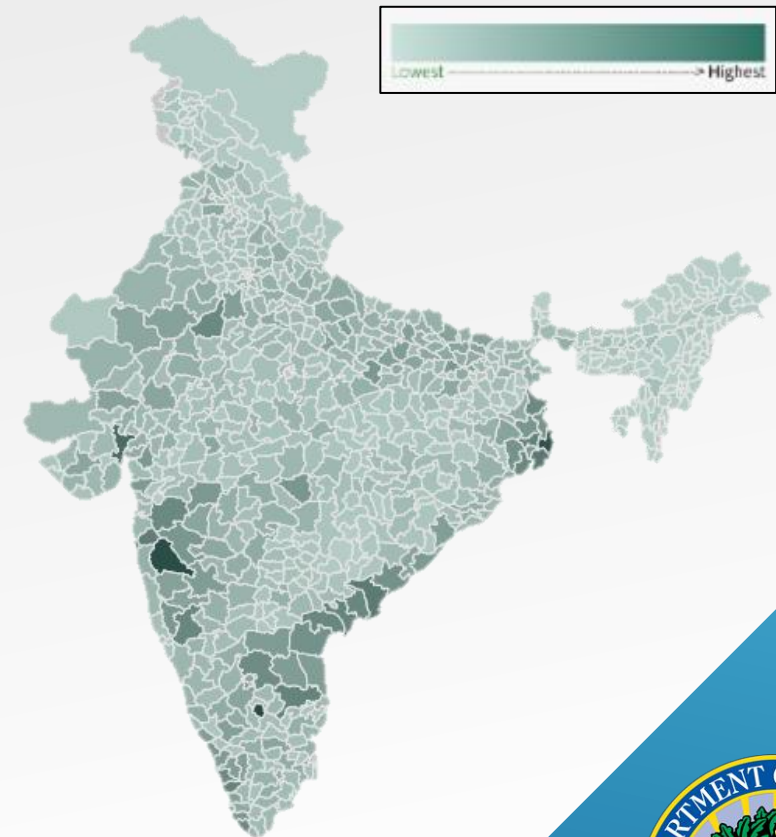


LEARNING & ADAPTING

Scale-up iteration, adjustments, and changes based on data

- Side effects
- Boosters
- Newly approved vaccines; new versions for new variants
- Demand-creation/addressing misinformation
- Outreach to vulnerable populations

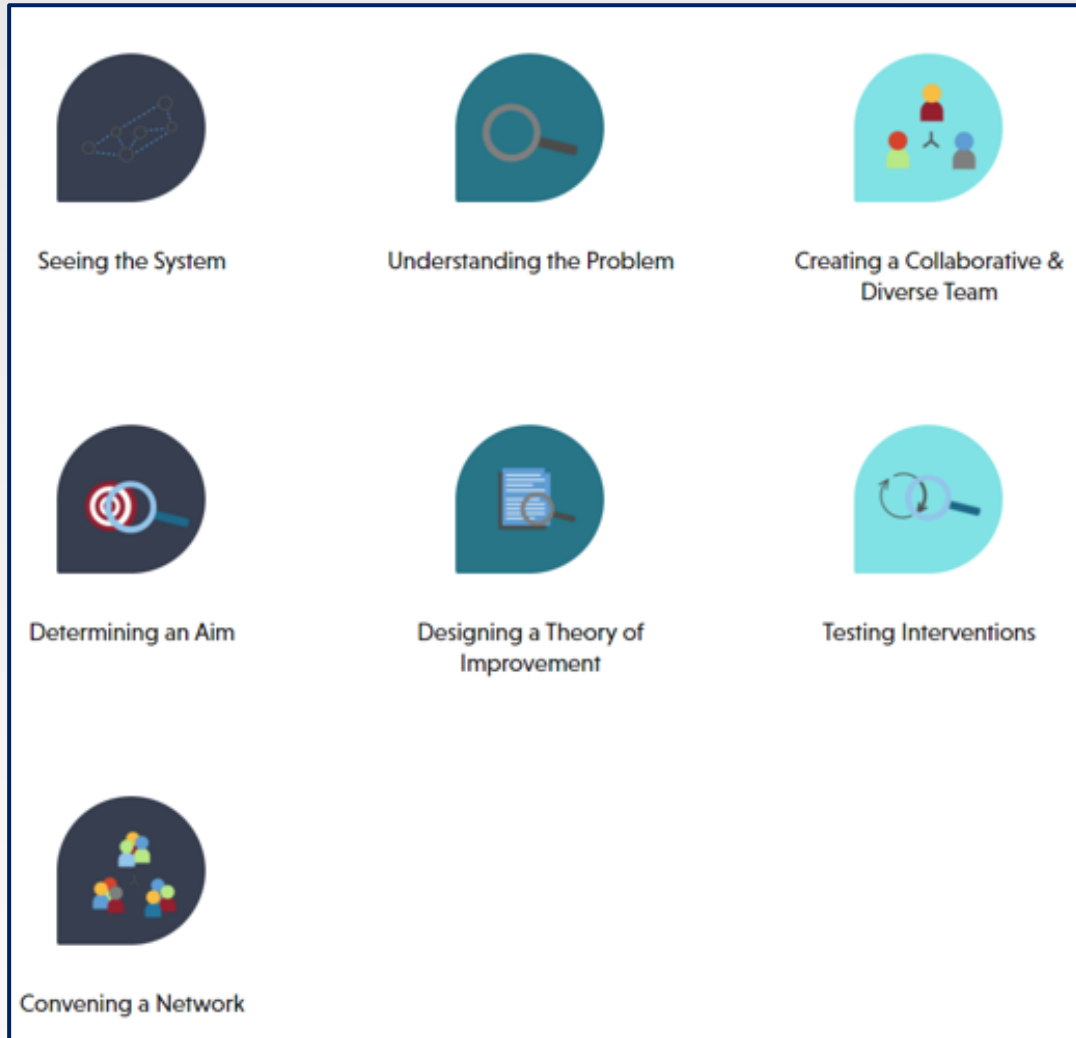
Vaccine doses age 60+, India (July 2022)



BREAKOUT 1



EQUITY SHOULD BE BUILT INTO EACH PART OF THE DESIGN, FEEDBACK, SCALING UP, AND SUSTAINABILITY PROCESS



The Continuous Improvement for Equity Project, led by a Design Team, identified opportunities for infusing equity into seven steps common to most continuous improvement processes. While analyzing these seven components of continuous improvement processes, the Design Team ***developed a list of equity considerations for each step and curated a set of aligned resources to support educators as they engage in that step.***



BREAK



GRANTEE SCALING UP GOALS

- **Develop sustainable and replicable models** for expansion to other schools, districts and states
- **Foster buy-in from partners:** teachers, administrators, legislators, students, parents, companies
- **Change mindset of participants:** especially teachers, through PD and coaching
- **Allow product iteration** by program or user to find “best fit” for existing system
- **Achieve measurable impact** on student performance metrics by gathering data



SCALING UP METHODS

| Approach | Method |
|----------------------|--|
| EXPANSION | <ul style="list-style-type: none">• Growth• Restructuring or Decentralization• Franchising• Spin-off |
| REPLICATION | <ul style="list-style-type: none">• Policy Adoption• Grafting• Diffusion and Spillover• Commercialization |
| COLLABORATION | <ul style="list-style-type: none">• Formal Partnerships, Joint Ventures and Strategic Alliances• Networks and Coalitions |



CHOOSING A SCALING UP METHOD

| Factors to Consider | |
|---|--|
| Type of Model | |
| Technology Intensive → | Any Method |
| Process Intensive → | Expansion or Collaboration |
| Comprehensiveness of Model | |
| Specific Practice → | Any Method |
| Complete Model → | Expansion |
| Capacity of Originating Organization | |
| Strong → | Expansion, Collaboration or Field Building |
| Weak → | Replication |
| Source of Financing | |
| Internal → | Any Method |
| External → | Replication, Collaboration or Field Building |
| Availability of Formal Evaluation and Documentation of the Model | |
| Yes → | Any Method |
| No → | Expansion |

| Factors to Consider | |
|--|--|
| Observability of Results | |
| High → | Any Method |
| Low → | Expansion |
| Ease of Transfer to Other Organizations | |
| High → | Replication, Collaboration or Field Building |
| Low → | Expansion |
| Quality of Governance | |
| High → | Replication |
| Low → | Expansion or Collaboration |
| Presence of NGO Networks | |
| Strong → | Replication |
| Weak → | Expansion, Collaboration or Field Building |
| Social Homogeneity | |
| High → | Any Method |
| Low → | Replication, Collaboration or Field Building |



ASSESSING READINESS TO SCALE



A. How convincing is the scaling strategy?



B. Is the initiative credible?



C. How strong is support for the initiative and the change it entails?



D. Does the initiative have relative advantage over current state of affairs and alternative solutions?



E. How easy is the initiative to transfer and adopt by education system, particularly adopting government institutions?



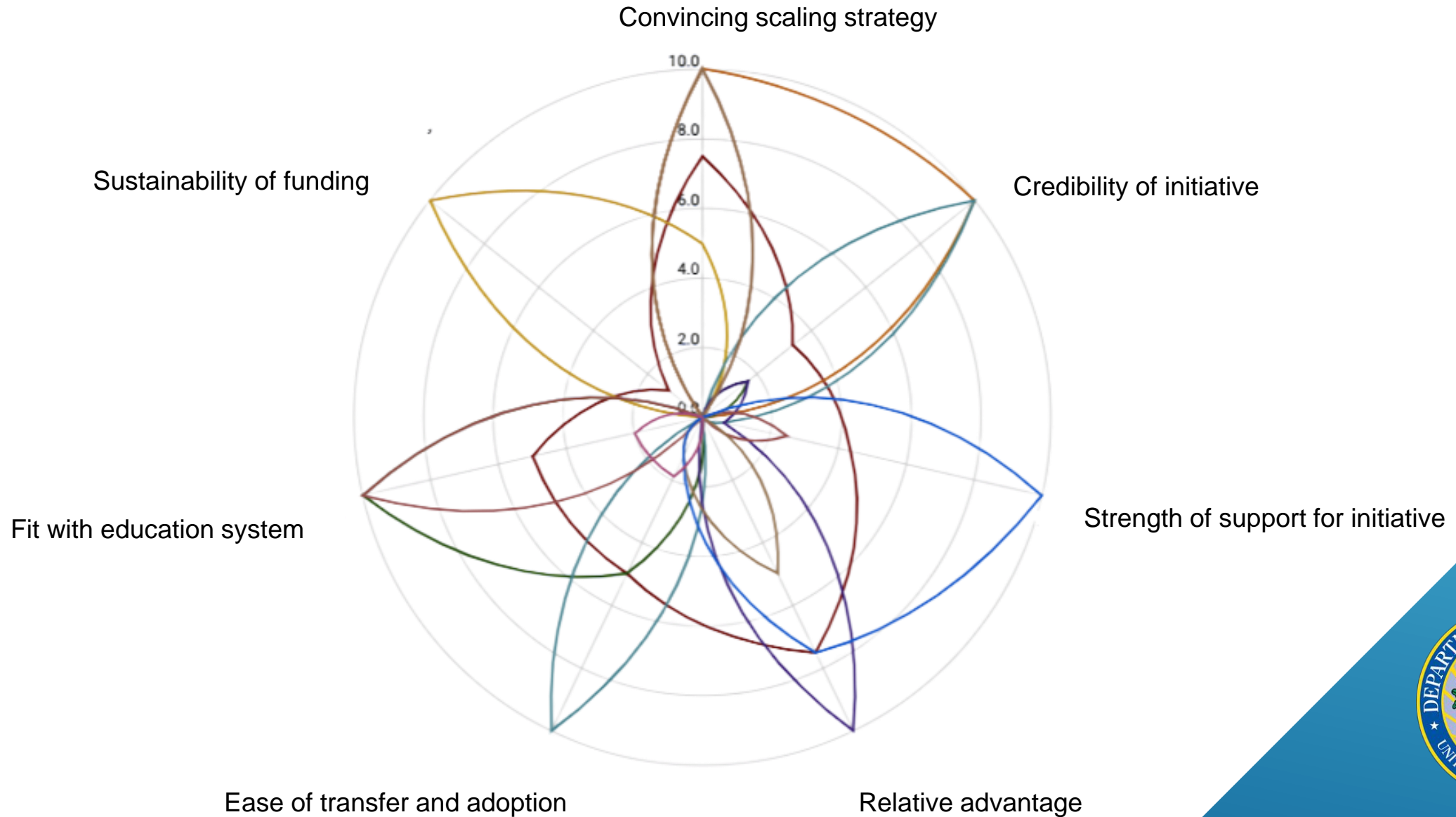
F. How good is the fit between the initiative and the education system, particularly the adopting government institutions?



G. Is there a sustainable source of funding?



PULSE CHECK: STRENGTHS AND OPPORTUNITIES



BREAKOUT 2



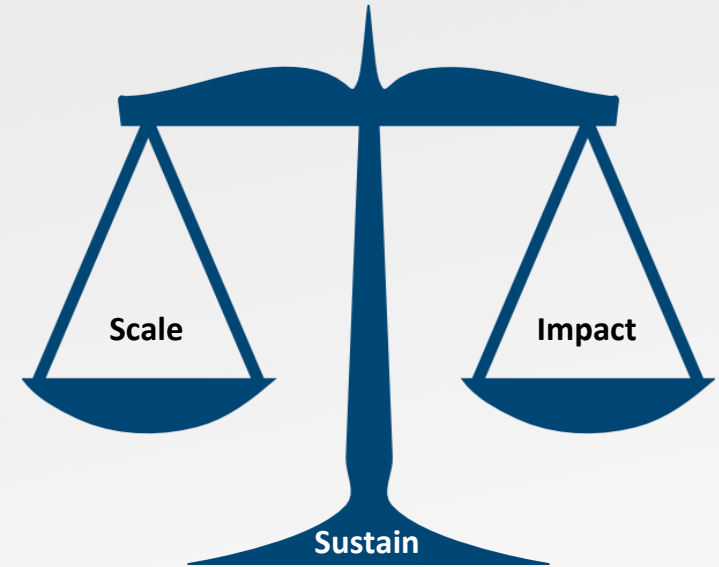
RELEVANT RESOURCES FOR TODAY'S SESSION

- ExpandNet 3 Phases of Scaling Up Guides:
 - Pilot planning guide
 - Nine steps for developing a scaling-up strategy
 - Strategy development worksheet
 - Practical guidance for scaling-up health innovations
- U.S. Department of Education EIR Program – EIR@ed.gov
- Links to the rubrics, EIR/i3 papers and any additional resources referenced in the workshop can be found in the EIR grantee Resource Library at:
<https://anlar.knack.com/eir-ta#home/>
 - User Name: eirta@anlar.com
 - Password: resources4EIR
- EIR Sustainability and Scaling Community of Practice (CoP) and other CoPs- EIRTA@anlar.com



COMING UP

- **Upcoming CoP meeting, to delve deeper into items from today (Oct 4)**
- **Next workshop module #4: Expanding Visibility (Nov 15)**
- **Stakeholder Engagement and Dissemination/Marketing**



THANK YOU!

